

2022

Consulting & Training Services

ELEVATE
USA





“Consulting & Training Services”

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All of our trainings can be taught in a virtual forum unless otherwise specified.

****The courses under this category can be paired with a behavioral assessment. Please refer to the next page for more information***

Enhance your learning experience with advanced assessment technology!

Assessments are a tool to measure the many different personality factors of an individual, such as their behaviors, what motivates them, and their strengths & weaknesses. Assessments reveal the true human potential and their results provide valuable insight to support the growth of an individual, both personally & professionally. They can be used by employers in the hiring process to determine who is the right person for a job or they can be used by an individual to help one find a new career, job, or companion. They can be used to build your skills and discover your strengths and they are an extremely effective tool to create cohesion in the workplace.

With use of advanced assessment technology, Elevate decodes the behaviors of an individual and pinpoints their strengths so the impact of their interactions is exponentially greater! *The true value in our assessments is being able to develop a system to capitalize on your value and build on your strengths!*

Elevate's advanced assessment technology helps you:

Communicate **better.**

Understand yourself and your co-workers **better.**

-
- ✓ Helps you communicate clearly with other employees or with clients
 - ✓ Increase efficiency in teams
 - ✓ Reduce turnover
 - ✓ Identify the best employees and help them grow!
 - ✓ Hire people ideally suited for the job
 - ✓ Gain insight into your ideal work environment
 - ✓ Gain an understanding of what you bring to the job
 - ✓ Identify your natural & adapted style of dealing with people, problems, & procedures
 - ✓ Discover your preferred method of communication
 - ✓ Reveal your specific talents and behaviors that you bring to the job
 - ✓ Reduce workplace conflict & stress
-

Do you think you & your fellow employees will benefit from assessments? ***Absolutely!***
And, we can prove it with doing a one-hour debrief with you and your co-workers.*

Our assessments can be paired with any of our seminars to enhance your learning experience and gain a deeper understanding of everyone you work with when you and any 5 of your co-workers take an assessment and enjoy a 60-minute debrief together.

SHARE THIS INFORMATION WITH YOUR TRAINING MANAGER TODAY!

Choose an assessment that is right for YOU!

- ✓ **DISC**
- ✓ Behaviors & Motivators
- ✓ 360 Assessment
- ✓ StrengthsFinder
- ✓ Myers-Briggs Type Indicator
- ✓ Emotional Intelligence
- ✓ TriMetrix®EQ

For more information on how you can integrate assessments into your trainings:
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COMPLIANCE

No Fear Act **BA LP EC** Compliance

The No-FEAR act requires all government agencies to conduct bi-annual training for employees and managers on how to remedy workplace discrimination and retaliation problems.

Elevate's required compliance training includes information on what practices are prohibited and the remedies available to someone who thinks they have been harassed or discriminated against because of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information or if appropriate accommodation was not made for an employee's religious practices or any disabilities. Our comprehensive training not only helps supervisors and staff learn about the protections of the No-FEAR Act, it helps them understand the difference between harassment/bullying and conflicts and how to resolve both using behavioral management techniques.

Ethics Awareness Training **BA LP EC**

Ethics Awareness - Agencies must provide new employees with a minimum of one hour of duty time to either review the ethics materials stated in 5 CFR 2638.703 or receive ethics training, within 90 days of their entrance on duty. Agencies are required to provide annual ethics training to employees identified in the regulation, such as political appointees and contracting officers. Elevate provides a comprehensive ethics training.

Sexual Harassment **BA EC LP**

What is sexual harassment? What is not considered sexual harassment? What is 3rd party sexual harassment? What is quid pro quo? Which type of sexual harassment is the worst in the eyes of the law? All of these questions will be answered and more in this enlightening seminar. Attention H.R. Professionals as you will need to get your pen out. Action plans as well as policies revisions will be discussed. New legislation will be covered which will cause everyone to make changes in how we behave with one another in the workplace.

Micro-Purchase **BA EC LP**

Agencies spend millions, if not billions of dollars each year and their employees are expected to know the rules regarding the micro-purchase process. You will learn the guidelines to use micro-purchasing, understand laws surrounding the use of micro purchasing, and know your responsibilities as a micro-purchaser.

FMLA—The Family Medical Leave Act **BA EC LP**

This program covers the application and legal guidelines of the Family Medical Leave Act. Ensure your organization is compliant by defining the law, addressing what it means for you and your staff, and what your rights are.

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Ethics in Federal Contracting LP BA FC

This course is for both federal government and contractor personnel that need to understand federal ethics laws, regulations, and standards. The understanding of Federal ethics laws, regulations, and standards will help you and your organization be prepared to face ethical issues such as bribery, fraud, and other ethical dilemmas that can occur while contracting. You will learn to identify and avoid problem areas through awareness and adherence to ethics laws and regulations. You will use case study exercises and real-world examples to examine situations in which an ethical decision needs to be made.

ADMINISTRATIVE SKILLS* • All of these courses can be paired with a DISC Assessment**

Techniques of the Great Administrative Professionals I & II (1 or 2 days) BA RD FC

Elevate’s Techniques of the Great Administrative Professionals will provide participants the skills to handle any crisis, customer or task, juggle a hectic work load, make a good impression on your supervisor, those you work with, and become an invaluable part of the machinery in your workplace.

Business Planning Workshop (2-3 days) LC BA RD FC

This training includes time management, time blocking, goal setting, budget models, appointment and lead generation models, economic models and more. This program will be tailored to your company training needs. Examples of business planning are creating a business plan, project management plan, grant writing and event planning.

Leadership Skills for Administrative Professionals LC LP RD BA BC FC

In the modern workplace, administrative professionals are asked to do much more than answer phone calls. To survive (and thrive) administrative professionals require a very specific set of skills to complete the daily tasks that keep companies running smoothly. Communication, problem solving, and priority setting are paramount skills that any assistant must have. We’ll show you how to sharpen your skills with an advanced training that goes beyond typical job functions.

Business Protocol and Etiquette LC LP RD BA BC FC

Business Protocol and Etiquette is an important part of every professional’s journey to success. From making a phone call to how to behave during workplace events, professional protocol ensures employees don’t lose their place in their organization. Elevate USA’s Business Protocol and Etiquette program will provide participants with the tools to behave professionally, interact in an international corporate setting and communicate effectively with their clients.

**Additional fees may apply

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Financial Literacy: Essentials for Federal Budgeting

This one-day course is an introduction to the federal budget process. Participants will learn what a budget is, how a budget is prepared, and understanding of the federal budget, and federal financial management. Learn how a budget is developed and executed and how it may affect other budgets in the organization.

COMMUNICATION SKILLS* • All of these courses can be paired with a DISC Assessment**

Influence and Persuasion

Whether you are a seasoned leader or have been promoted into a position of leadership you have to juggle being the boss and maintain a positive relationship with your employees. By drawing from the skills of many of the world's best change agents and combining them with five decades of social-science research, Influence and Persuasion training creates a powerful and portable model for behavior change. This program will help participants to become confident leaders and manage their teams to get desired results, ease conflict, delegate, problem solve, and communicate in a way that keeps everyone accountable. Having the skill to influence and persuade people to your way of thinking for some is a gift, for others it is a learned behavior. Either way this two-day program will teach you powerful strategies to effectively influence, persuade, and motivate others to change behaviors.

Interpersonal Skills

Elevate's Interpersonal Skills training will teach participants how to effectively communicate within a team environment. Communication skills must be learned. Most often, poor communication and behavior styles need to be corrected and replaced with approaches that are more conducive to creating harmony in the workplace. Successful navigation of every scenario within a team environment is crucial to making sure that everyone feels accounted for and that as a team the message is clear.

Enhancing Collaboration

In today's workplace you need to collaborate with a multi-generational staff. People younger than you may hold positions of power or compete for the same promotion. There are now five generations working together, each with a radically different way of communicating and completing tasks. This training shows you how to collaborate with and amongst coworkers in different age groups.

Excellent Customer Service

This program will help participants deal with difficult people, identify the root of customer requests or problems, and develop a smooth process for resolving customer issues. Key modules include communication, creative problem solving and critical thinking skills, and conflict resolution to ensure satisfying customer service remedies.

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Interviewing Skills LC EC BA

Interviewing is an art. Participants will learn about facilitating open communication, understanding people and how we communicate, communicating with emotional intelligence and effective listening skills. This course will then teach how to prepare for an interview, dos and don'ts of questioning, and how to handle interviews in tense or conflict situations.

Six Secrets to Thinking on Your Feet LC RD EC BA

The Six Secrets to Thinking on Your Feet: Have you ever hung up the telephone or walked away from a conversation thinking—I wish I said...instead? This seminar teaches your workforce how to think effectively on their feet. By the end of this workshop your employees will have the tools and techniques to think and speak in a short amount of time without getting flustered and adapt strategies on the go. Your employees will be calm and effective. They will learn the secrets of how to manage on the spot conflict confidently, prevent communication problems, and become better communicators.

Communicating with Tact & Professionalism LP RD BC EC

Most experts agree, to get ahead in life you need that certain something. Call it what you will, charisma, confidence, a combination of both. Every top operator, from CEOs to presidential candidates, has one thing in common – the ability to relate easily to everyone. Communicating well is a skill that will take you far, perhaps even farther than you imagined. Our instructors will arm you with every tool in their arsenal, so you too can go out there and communicate effectively.

Dealing with a Difficult Workforce LP RD BC EC

Sometimes an entire division or pocket of the workforce can prove difficult for managers and supervisors. What do you do when the problem extends beyond a single individual? Elevates trainers and coaches will help managers identify the root of the problem and the best ways to address it without inflaming tensions. This can lie in behavior clashes, unfair workload, communication problems, or other underlying issues. By taking a comprehensive approach, participants will learn how to uncover and meet the problem head on in a way that satisfies all parties.

Active Listening LP BC EC

Communication skills are at the heart of everything we do each day, whether at home, at work, or at play. Active listening encompasses the best of communication, including listening to what others are saying, processing the information, and responding to it in order to clarify and elicit more information. This one-day workshop will help participants develop and practice their active listening skills.

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How to Communicate & Collaborate on a Team

No matter who you are, no matter how powerful or productive you might be, you're nothing without a team behind you. An effective team will not only empower you and your project, but it will increase your abilities many times over. Teams have to work as a well-oiled machine if they are going to be productive. This training will help you communicate and collaborate with team members to get the results you need. This training is totally interactive. Participants will work in teams competing against each other using the dynamics of leadership, teamwork, communication, and collaboration. Through planned exercises and challenges each team will compete against the other to complete the challenges.

Leading a Multi-Generational Workforce

It doesn't matter if you are a Baby Boomer nearing retirement or a Gen Z making your workforce debut, in today's workforce you need to interact across generational lines. Leading a Multi-Generational Workforce will help you bridge generational gaps at your company by recognizing the unique strengths of a diverse workforce. In a complex and ever-changing work environment, effective leaders need to fulfill their roles in ways that provide the right guidance to those they lead. The key to effective leadership is finding the right balance, which requires individual leaders and teams to step out of their comfort zones and adapt to what the organization needs to accomplish its goals. This training program will give leaders and understanding of their leadership styles, the five roles they play, and their application within their team and organizational goals.

Applied Communication Skills

This course provides participants with a variety of communication skills needed to be successful in a work setting. At the end of this workshop, you will be able to:

- Learn how to do oral presentations, improvise and think quickly when you are in a meeting, interviews or doing an impromptu presentation
- Learn how to think and organize your thoughts
- Learn how to be diplomatic in giving negative feedback without hurting someone's feelings
- Learn the techniques for managing your emotions without blowing your top
- Learn how to handle the most difficult questions with a calm attitude

Emotional Intelligence (2 day)

Elevate's Emotional Intelligence training will teach you how to grow your personal emotional intelligence and change your behavior towards others in a way that helps you understand others and improve your communication channels.

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Crafting an Elevator Speech that Works LC BC FC

Can you sum up your job description or business proposal in thirty seconds or less? More importantly, can you make the prospect listening to you want to know more? That's the key to an elevator speech. Brevity and a good hook. At the end of this seminar every attendee will leave with a rough draft of a great elevator speech that will have people engaged and interested in what you have to offer.

Navigating Difficult Conversations LC LP RD BA BC FC

Initiating and participating in difficult conversations is a two-way street, sometimes fraught with emotional reactions. You will learn how to balance tact and assertiveness, encourage others to speak up and not shut down, and de-escalate emotional conversations to avoid resentment and conflict.

Learning Objectives:

- Create a safe environment that promotes conversation to reduce defiance
- Recognize when conversations become critical and what to do when it happens
- Manage sensitive topics with ease and diplomacy
- Learn conflict management skills that de-escalate confrontation
- Reset difficult conversations

Communicating with Challenging Personalities LC LP RD BA BC FC

We've all had to deal with an insufferable co-worker, client, or vendor.

Some people just have the talent for getting under your skin. But, in

business, the worst thing you can do is lose control. This course will provide you a list of techniques guaranteed to help deal with different and challenging personalities by diffusing potentially explosive situations in a positive way.

Participants will:

- Learn how to pinpoint and deal with the most difficult types of people
- Identify different challenging personalities
- Develop proactive strategies to handle challenging employees
- Develop a proactive approach to discipline and criticism of poor performers.

CONFLICT & STRESS MANAGEMENT

Identifying Workplace Bullying LC RD FC

Employees should feel safe and protected in the workplace; however, inappropriate and unwelcome behavior in the form of bullying—from leaders and co-workers alike—has the opposite effect. Whether being humiliated in a group meeting or dealing with veiled threats tied to one's job performance, workplace bullying has far-reaching adverse effects to include loss of productivity and in some cases even workplace violence. Workplace bullying is at epidemic proportions, and insightful organizations are proactive in identifying and prohibiting this behavior.

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Managing Stress for Supervisors LC RD FC

Today's supervisors are experiencing job burnout and stress in epidemic proportions. They oftentimes feel stressed out, insecure, and misunderstood. For most supervisors, the demands of the workplace, combined with the demands of home, have become too much to handle. Today's program explores the causes of such stress and suggests general and specific stress management strategies that supervisors can use every day.

Stress Management LC RD FC

This workshop helps increase employee productivity with stress management training tailored to meet the needs of your organization. Employees learn how to cope more easily with heavy workloads, demanding expectations, and the daily dramas that cause stress at work and at home. This workshop will give your employees the tools to increase their mental toughness and decrease the likelihood they will be distracted by negative emotions while under pressure. The members of your workforce will spend more time being focused and productive and less time feeling annoyed and frustrated.

Anger Management LP RD FC

The co-worker who can productively confront his team mate about his negative attitude increases his team's chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyalty but makes her own day less troublesome. This one-day workshop is to help give you and your organization that edge.

Conflict Management & Resolution LP RD FC

Elevate's Conflict Management and Resolution training will teach participants how to effectively communicate and how to satisfactorily resolve disputes. Communication and conflict resolution skills must be learned. Most often, poor communication and conflict resolution styles must be corrected and replaced with approaches that are more conducive to creating peace in the workplace and at home.

Balancing Life & Work When Working from Home LC RD BC FC

We have all been thrown a curveball with being forced to merge our work and life as offices are closing down as a result of COVID-19. While it is nearly impossible to separate the two at this point, there is a healthy balance that will lead to a more productive workday when being bombarded with energetic kids and a stressful work adjustment all at once. By balancing your work with your home life, you will find yourself more productive when working and more attentive to life's other responsibilities when dealing with things around your house. You will become healthier, mentally and physically, and gain the ability to increase productivity.

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Practicing Mindfulness to Reduce Stress LC LP RD BA BC FC

The practice of mindfulness has been shown to be a powerful resource for stress management, physical and psychological health, enhanced brain function, and productivity. Participants will learn how to engage in mindfulness practices both situationally and as a primary life function. In this 3-hour training, participants will:

- Understand what mindfulness is
- Learn about the origins of mindfulness concepts, the science, and holistic impacts
- Commit to mindful practices including: detachment, forgiveness, and gratitude
- Engage in mindfulness activities including: breathing, relaxation, and awareness
- Create a plan of action

Dealing with Criticism & Discipline LP RD FC

Nothing is harder than handling criticism and discipline. This program will teach staff and managers how to address these hot button issues with tact, professionalism, and transparency to avoid hurt feelings and enforce positive corrective behavior for the benefit of the organization.

Wellness & Life Balance LC RD BC FC

A healthy employee is a happy employee. This program provides the tools needed to stay on top of your life and your workload. In Elevate's *Wellness and Life Balance* seminar, we'll teach you how to plan, prioritize and balance life's challenges. You'll be amazed at what

you can accomplish and how much better you can feel when you can set goals to achieve success with ease.

HR LAW

HIPAA Compliance RD BA Compliance

The Health Insurance Portability and Accountability Act (HIPAA) requires organizations to provide training for all employees, new workforce members, and periodic refresher training. However, most organizations train all employees on HIPAA annually. This is considered to be a best practice. Regulations are updated yearly, so it can be difficult for practices to stay current. After this training participants will walk away with a better understanding of HIPAA and how to use a checklist for compliance.

Objectives:

- Understanding the 4 rules of HIPAA compliance
- 5 standards listed under the Technical Safeguards section
- Implementing security standards: 9 Technical Safeguards
- HIPAA physical safeguards explained
- Implementing 10 physical safeguards for compliance

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Personnel Law for Managers [RD](#) [BA](#) [FC](#) [Compliance](#)

Do you suspect that there are fraudulent FMLA and Worker's Comp claims in your organization? Is there high turnover? Do you have trouble retaining good employees? Do you think that some employees are "working the system"? If you answer yes to any of these questions you need this seminar. Managers and Supervisors need to know the law and how it works. This course will focus on the E.E.O.C. and the DOL and the important role they play in our organizations. Don't worry if you are unfamiliar with the alphabet soup (Title VII, FLSA, EPA, ADEA, FMLA, ADA, HIPAA, GINA, OSHA, etc.) you will understand by the time this course is finished!

Ethics in the Workplace [LC](#) [LP](#) [BA](#)

Elevate's Ethics in the Workplace training will teach participants how to draw clear lines in the blurry world of office ethics and how to encourage ethical practices to improve their workplace.

Human Resources Management [RD](#) [BA](#) [FC](#)

Stay up to speed with the latest employment laws, privacy rules, and health insurance and other regulatory compliance. This program will give HR professionals the tools they need to save your organization money, legal penalties, and maintain a happy workforce. Conflict management will help resolve disputes and understand the liability your organization could face in the event of workplace violence, sexual harassment, or other discrimination. HR professional who participates will gain the knowledge necessary to provide pertinent information to managers and staff on an every-day basis.

Federal HR Management for Supervisors and Managers [LC](#) [LP](#) [RD](#) [BA](#) [BC](#) [FC](#)

Being promoted into a position of leadership is a challenging transition. You now have to juggle being the boss and maintaining positive relationships with your employees. Not only do you get a whole new set of responsibilities, you have many new skills to learn as well. This course will orient you to your changing role as a supervisor and help you understand your rights and responsibilities as a supervisor, as well as the rights of your employees.

You will be introduced to the Federal Government's core and leadership competencies, proficiency rating scales, merit system principles, and prohibited personnel practices and how they apply to you as a supervisor. In addition, you will understand the different types of leave, what approving and disapproving leave entails, and various work schedules.

You will also receive an overview of different documentation requirements and categories to present alternatives to taking formal action against an employee and to become familiar with available resources allowing you to more effectively carry out your Human Resources Management (HRM) duties and responsibilities.

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Holding Employees Accountable for Performance & Conduct

LP BA EC Compliance

Elevate's Holding Employees Accountable for Performance and Conduct training will provide supervisors at all levels with the information to keep employees accountable in the Federal workplace.

PRESENTATION SKILLS

Speak with Clarity & Confidence **LC LP RD BC EC**

It's a common myth that some people are born with "the gift of gab" – that is, the ability to chat away effortlessly and connect with people, whether it be in a business or casual environment. While some people do possess a natural affinity for conversation, it is a learned talent. You too can master this talent. Much like writing, to become competent in conversation you simply have to tackle a few basic skills to communicate with the best.

Become a Master Public Speaker (I & II) (1 or 2 days) **LC BC EC**

A true leader can motivate people through the power of speech. Becoming a master speaker isn't just about overcoming the number one fear of most people, it's about motivating your employees, coworkers, family, or friends. Unlock the keys to speaking in front of groups and unlock the power to change your life and the lives of others.

Briefing Strategies **LC BC EC**

Information overload is common these days. From cellphones to email, face-to-face communication is becoming obsolete. With new types of communication, however, there is a certain amount of information that is lost and misunderstanding can easily occur. That's why in-person briefings are becoming more important to convey information accurately to your coworkers. Elevate's Briefing Strategies training will teach you and your team how to develop effective ways to brief your team without losing valuable time, how to stay on track with projects, how to stick to priorities, and how to manage staff feedback and questions.

Presentation Skills (I & II) (1 or 2 days) **LC BC EC**

Elevate's Presentation Skills training will teach you how to prepare powerful and persuasive presentations, deliver presentations effectively, develop yourself into a confident and competent speaker, and prompt action from an audience. This training is interactive. All participants will have numerous chances to practice their presentation skills.

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TIME MANAGEMENT

Managing Multiple Priorities

LC RD BC FC

As you know, rarely do you ever have just one project to work on. In the business world the ability to juggle multiple responsibilities and tasks is essential. At times it can get a bit overwhelming. Our seminar will show you how to cope with several demanding priorities at a time while giving them all the attention and care they deserve.

Professional Accountability: Meeting Your Deadlines

LC RD BC FC

This very special time management course will help participants discover how to:

- Meet deadlines when you cannot add more hours to the day
- Learn to differentiate between a desired deadline and a real deadline
- Create accountability within the organization, department, or team
- Manage multiple projects
- Learn how to communicate with supervisors, co-workers, and subordinates
- Create processes for meeting deadlines and accountability

Maximize Productivity for Peak Performance

LC LP RD BA BC FC

Success in almost everything involves time management. There are only so many hours in the day, so making the most of your time is critical. The key to reaching high levels of time management, performance, and productivity is to develop habits that improve how you manage time. Our course Achieving Maximum Productivity will walk you through simple but effective strategies for increasing your productivity at work. We will examine attitudes toward time, analyze time-wasting behaviors, help you develop better time management and communication skills, delegation, goal setting, and stress management techniques. Upon completion of this training, participants will:

- Understand personal work style preferences
- Identify the biggest time wasters
- Eliminate procrastination
- Learn how to prioritize wisely
- Goal Setting
- Strategies and tools of time management
- Using peak times for more productivity
- Delegate and let it go
- Deal with Difficult People in any Situation
- Learn how to decompress and manage stress levels

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CHANGE MANAGEMENT

Leading Through Transition and Change **LC LP RD BA BC EC**

Whether you are considering a small or big change, it's typical for others to feel uneasy as they are taken out of their comfort zones. Elevate's Leading Through Transition and Change training, based on the most widely known and applied model in the world, will help facilitate a smooth transition to any new scenario in an organization.

Innovation—Everybody's Business **LC LP RD BA BC EC**

Use creativity to develop innovative strategies for your workplace. Develop critical thinking strategies that promote innovative approaches to new and existing problems that will prompt your workforce to see issues in a new light that can lead to enhanced productivity, creative thinking, and problem solving.

Open Office Environment **LC LP RD BA BC EC**

Learn the benefits and challenges to working in an open office environment. Participants will learn different techniques to stay productive, behavior to avoid (such as not distracting others), keeping your workspace organized, and strategies to help work with others. The program will incorporate exercises to develop flexibility and open-mindedness, and to build open office etiquette skills.

Change Anything **LC LP RD BA BC EC**

The irony of change is that the more control you think you have—the more you rely on personal willpower—the less likely you are to succeed. Many of us are blind to and outnumbered by the ways in which the world is organized to drive our current behavior. Elevate's Change Anything program will show participants how to identify and cope with obstacles in their work environment and how to do more with less. This program will teach participants how to break bad habits and instill long lasting change for better work performance and efficiency. They result? A highly focused and productive workforce ready to take on challenges.

Organizational Change **LC LP RD BA BC EC**

Change is constant in many of our lives. All around us, technologies, processes, people, ideas, and methods often change, affecting the way we perform daily tasks and live our lives. This training course will give any leader tools to implement changes more smoothly and to have those changes accepted. Participants will gain an understanding of how change is implemented and some tools for managing their reactions to change.

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COMPUTER SKILLS

Microsoft Office Suite Overview **RD****BA****FC**

A complete rundown of all critical and widely-used Microsoft Office Suite resources and software. The program can be taken as a whole or broken into smaller sections based on ability level and software.

Microsoft Access (I-III) (1 to 3 days) *cannot be taught virtually* **RD****BA****FC**

Learn the basics of design and progress to fully-functional databases. This new seminar from Kyle McCloud will teach you everything from creating tables and forms to making it functional by designing macros and switchboards. Keep your information organized and easy to retrieve with your new Access abilities.

Microsoft Excel (I-III) (1 to 3 days) **RD****BA****FC**

We're taking you beyond the basics with our in-house computer expert. With this engaging seminar you'll learn all the advanced techniques that will transform an ordinary spreadsheet program into one of the most powerful tools in your business arsenal. Keyboard shortcuts, advanced options, we cover it all.

Microsoft Outlook **RD****BA****FC**

Elevate's Microsoft Outlook training will cover the crucial features of the program business professionals can't do without. Features that simplify and streamline their work, boost productivity, scheduling a calendar for important meetings and events, managing contacts, creating and executing a to do list, managing mail and more. This training will provide the shortcuts, tips and strategies to making the most out of Outlook.

Microsoft Power Point **RD****BA****FC**

Elevate's Microsoft Power Point training will cover the basic essentials of this program and provide them the tricks and strategies that will give their presentations the extra 'wow' effect that will make an impact towards their audience.

Microsoft Word (I-II) (1 to 2 days) **RD****BA****FC**

With Elevate's Microsoft Word (I-II) training, participants will discover a world of benefits as they unlock features to boost their productivity. Uncover hidden shortcuts to creating reports, newsletters, tables, charts, and articles. This training will prepare participants for any kind of document.

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DIVERSITY* ● All of these courses can be paired with a DISC Assessment**

Essentials of Diversity & Inclusion Series (1-3 days)

LC LP RD BA BC FC

Success in today's business climate depends on several components. One of them is organizational culture, and the individual cultures of the employees of an organization. Since culture defines many aspects of how we think, feel, and act, it can be challenging for organizations to bridge cultural differences and bring employees together into a functioning team. Culture also influences people's biases—those both implicit and explicit in nature. This 2-part series includes an optional facilitated debrief.

- Day 1: Diversity & Inclusion Awareness

In this training, participants will gain a better understanding of cultural diversity which is aimed at increasing the participants' cultural awareness, knowledge, and skills in order to benefit an organization by increasing the inclusion of different identity groups and by promoting better teamwork. More than ever, a workplace is a diverse collection of individuals proud of who they are: their gender, their sexual orientation, their religion, their ethnic background, and all the other components that make an individual unique. One of the challenges for workplace leaders is how these diverse individuals work as a team. We all know what happens to organizations that don't have effective teamwork: they fail. And, failing to embrace diversity can also have serious legal costs for corporations.

- Day 2: Diversity in the Workplace

While we cannot completely rid ourselves of unconscious bias, we can learn how to recognize it and lessen its impact in the workplace. These are skills that everyone can learn. Most people are not aware of how their unconscious biases can affect their behavior, but unchecked, it can have enormous impact in the workplace and throughout one's everyday life. Understanding and mitigating the impact of unconscious bias is a crucial 21st-century global leadership skill. With awareness of unconscious bias and actionable steps to manage it, you will be able to make the best decisions for your organization, your colleagues, and your team. Managing unconscious bias is a vital step in building workplaces that are innovative, dynamic, and inclusive.

In this training, through research-based assessments and exercises, you will move from awareness to action, learning how to interrupt bias and leverage the full potential of diverse teams and colleagues in your workplace.

**Additional fees may apply

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Leveraging Diversity in the Workplace Series for Managers & Supervisors (2day)


Unity in your organization will determine your growth and bottom line going forward. Prepare yourself and your workforce to meet every challenge by celebrating diversity to include a broader vision for a brighter future. Elevate's groundbreaking program *Leveraging Diversity in the Workplace* for Managers and Supervisors will not only guide your leadership team through the steps needed to develop or maintain a comprehensive DE&I program, but will also give them the tools needed to navigate through tough conversations around race, religion, and sexual orientation. This program will help managers to build trust, instill confidence, and create unity for the most diverse workforce in history.

This four-part series is divided below:


- Day 1 (AM) – Facilitated Discussion (Leaders) 1 Hour: This discussion will help leaders with the necessary building blocks to develop or maintain a successful DE&I program. We focus on employees who will demonstrate a commitment to diversity, inclusion, and an organization that continually strives to increase employee morale and employee engagement.
- Day 1 (PM) - Tools to ENGAGE Your Team (Managers and Supervisors) 4 Hours: Using Elevate's ENGAGE Model Managers and Supervisors will learn the steps to manage a diverse team, and keep everyone on track, and promote positive interaction with team members, peers, and upper management.
 - Six Steps to Building/Maintaining Your Program:
 - Step 1: Educate
 - Step 2: Needs Assessment
 - Step 3: Galvanize Participation
 - Step 4: Adopt, Adapt, and Adjust Program
 - Step 5: Go Deeper Through Feedback
 - Step 6: Expound and Expand
- Day 2 (AM) - Navigating Difficult Conversations - 4 Hours: This program will show you how to engage in a difficult conversation where tact and assertiveness are needed. You will learn how to balance both as well as how to encourage others to speak up and not shut down. Ultimately, you will understand how to de-escalate emotional conversations to avoid conflict and resentment. Course Learning Objectives:
 - Identify when and how a conversation turns difficult
 - Create an effective dialogue between you and your colleagues
 - Manage sensitive topics with ease and diplomacy
 - Create a safe environment that promotes conversation to reduce conflict
 - Reset difficult conversations
- Day 2 (PM)- Debrief, Q&A Up to 2 hours

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Generational Blending in the Workforce 
A comprehensive course that covers the four main generations in the current workforce. This involves identifying various communication, conflict resolution, and work styles, and the incentives each require to perform as they should. A competent manager will be able to draw on this knowledge and facilitate an even flow between each generational group for the maximum productivity, team cohesion, and output.

Understanding the Effects of Unconscious Bias 
In this program, participants will develop their own awareness of and sensitivity to the wide variety of people that surround them every day. Participants will gain insight and understanding that diversity goes beyond the superficial, and biases can be both explicit and implicit, and how to implement change. Participants will uncover unconscious bias and become aware of their own personal barriers to communicate and interact effectively with co-workers whose background, culture or personality may be different than their own. The result is a more harmonious and enjoyable work environment for all. Learners skill gained:

- Establish a foundational understanding of how bias affects decision-making
- Explore the impact of three kinds of biases that impact selection and other decision-making processes: implicit or unconscious bias, cultural bias, and systematic bias
- Provide an understanding of how biases are formed in our unconscious
- Establish some literacy, provide examples, and examine the impact of most common forms of everyday bias in the workplace

Workplace Civility: Promoting Respect in the Workplace 
Elevate’s Workplace Civility is about the desire for employers, employees, and coworkers to treat each other with dignity and with respect. When staff members believe that employers and coworkers promote respect in the workplace, they will do the same in return. People admire those who show good qualities and capabilities, and they believe they are worthy of their regard and admiration. Participants will learn techniques to demonstrate those qualities by acting in ways that show they are aware of their colleagues as people who deserve respect. As such, staff members recognize that they have rights, opinions, wishes, experience, and competence.

Learning Objectives:

- Learn how to define respect
- Learn the tips and techniques for demonstrating respect
- Learn how disrespect can be prevented
- Learn what to do should you encounter disrespect as a victim or witness

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Working in a Multi-Cultural Workplace

Many challenges face our workforce in the midst of our ever-changing demographics. However, these challenges can be turned into opportunities to provide exceptional service to the community by becoming more culturally and Diversity aware. In this training, participants will gain information to better prepare them in a culturally sensitive fashion, become aware of biases and how to address them, gain tools to better communicate with people of different backgrounds, and strategies for mitigating conflict.

Cultural Competency

The main challenge with any diverse workforce is cultivating a genuine culture of respect among its members. Creating this culture requires an understanding of diversity its benefits, and the subtle ways it can be disrupted that can be led to unnecessary conflicts, reduces outcomes and diminished success. A diverse culture is an asset that can lead to a more engaged workforce and a positive outlook for employees and managers that welcomes differing perspectives.

SUPERVISORY SKILLS* • All of these courses can be paired with a DISC Assessment**

Team Building: Appreciating the Styles of the Team



The success of a team is only as good as the team itself, and it is highly dependent on how well the team operates. How are their problem-solving skills? Are they enthusiastic and motivated to do their best? Do they work well together? While there are many ways to create and foster a

collaborative workplace, the most successful work environments typically have some important features in common. This training is a practical look at current collaborative team practices that take the Team Player Style of each member into consideration. Initiating and participating in difficult conversations is a two-way street, sometimes fraught with emotional reactions. You will learn how to balance tact and assertiveness, encourage others to speak up and not shut down, and de-escalate emotional conversations to avoid resentment and conflict.

Learning Objectives:

- Create a safe environment that promotes conversation to reduce defiance
- Recognize when conversations become critical and what to do when it happens
- Manage sensitive topics with ease and diplomacy
- Learn conflict management skills that de-escalate confrontation
- Reset difficult conversations

Coaching & Mentoring C-Level

Elevate's Team Building, Mentoring and Coaching's training will provide participants with the information to become more decisive, capitalize on their team building skills, and to be a mentor to their teams.

**Additional fees may apply

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Creativity & Innovation Improv [LC](#) [LP](#) [RD](#) [BA](#) [BC](#) [FC](#)

Improvitational theatre is a unique type of theatre which is only successful if the players are able to work as an open, smoothly functioning, innovative and creative team. Through fostering group dynamics and encouraging individuality, players are able to take great risks while feeling supported, safe and heard. Improvisational theatre is a style of theatre that has been around for decades but has only recently begun to be used in other spectrums. It has proven to be effective in a variety of different settings because it is exceptionally successful in garnering communication, building group functionality, and increasing flexibility in rapidly changing situations. There are two main goals for this workshop. The first is to foster active listening and smoother communication between colleagues across environments. The second is to experientially learn creative and innovative techniques for succeeding both as a leader and as a team member in dynamic and spontaneously changing circumstances. This is an interactive, hands-on workshop based on adult learning principles and designed to be thought-provoking, engaging, and fun.

Leading When Not in Charge [LC](#) [LP](#) [RD](#) [BA](#) [BC](#) [FC](#)

John Maxwell sums up his definition of leadership as "leadership is influence - nothing more, nothing less." Some people are leaders because they are tasked to be leaders. But you don't have to be in a position of leadership to be a leader. Leadership is a learned technique. In this program you will learn your purpose and your personal power. You will learn to motivate, persuade, inspire, and influence others to realize their

potential. Make a difference no matter what the position you are in by putting the leadership skills of the great leaders into practice.

Creative Leadership for Managers [LC](#) [LP](#) [RD](#) [BA](#) [BC](#) [FC](#)

These days it's not enough to simply "manage." Instead, you have to inspire creativity and bring about positive change to keep you workforce engaged and motivated. Sound difficult? It doesn't have to be with our breakthrough new seminar. We'll teach you everything you need to know to creatively manager you employees in new, exciting directions.

Team Building & Coaching [LC](#) [LP](#) [RD](#) [BA](#) [BC](#) [FC](#)

In today's business world the occasional "good job" to your employees just doesn't cut it anymore. Research has shown that progressive managers who employ coaching techniques to motivate their employees not only boost productivity, but also overall workforce happiness. We'll show you all the tips and tricks in our arsenal so you can move forward with these incredible new tactics to inspire your employees for great things.

Effective Mentorship (1-3 days) **LC LP RD BA BC FC**

Effective mentorship requires complex skills that can be taught, practiced, and mastered, that will generate measurable benefits for mentees and mentors. There are core behaviors of mentees and mentors that are more likely to build effective mentoring relationships, regardless of whether they are created formally or informally. Such as aligning expectations, building rapport, maintaining open communication, and facilitating mentee agency. Evidence shows that mentors who exhibit these behaviors have mentees who favorably rate the quality of their mentoring relationships. Effective mentorship behaviors also include addressing diversity factors and being mindful of equity in the mentoring relationship.

Part 1: Mentors –

We use a highly facilitative approach where mentors will learn and discuss the processes, behaviors, and mindset of mentorship

- Learn the benefits of using the mentoring relationship model
- Learn collaboration and listening skills
- Putting the mentee first
- Understand the four mentoring stages for mentors
- Practice mentor-mentee communication techniques

Part 2: Mentees –

Often, people consider the "burden" of the Mentor/Mentee relationship to be on the mentor. Using the six stages of mentorship participants will learn strategies and techniques to be more proactive and take responsibility for their role to get the most from the experience.

- Preparing self
- Finding a mentor ... or two ...
- Meeting for the first time
- Cultivation
- Managing up
- Separation

Part 3: Facilitated Discussion – Mentors & Mentees –

The purpose of this session is to bring together Mentors & Mentees as a meet and greet session, to answer questions and define the relationships with the help of our SME. It is highly engaging and a fun and effective way to build trust and confidence in the program.

Developing Your Employees **LC LP RD BA BC FC**

Employee development requires producing an effective, well-incentivized team. This requires the ability to inspire high-quality work, build an environment of trust and mutual respect, identify areas for improvement, and develop critical skills. Employee development can take on many dimensions, but central to every approach is the concept of employee ownership and development plans for continued improvement.

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Leading from the Middle (3 days)

Leading from the Middle is a leadership development program focused on equipping middle leaders with skills and strategies to meet the demands from above while providing resources to and meeting the needs of those below. Working hard and helping others has gotten you this far in your career, but now, new skills are required to keep you advancing. This 3-day program will provide participants with tools and strategies to succeed as a manager in the middle, focusing on personal accountability, resiliency, communication, influence, flexibility & self-awareness.

Participants will learn to:

- Develop and build your personal leadership identity
- Apply critical thinking skills to decision-making and communication
- Deconstruct and address conflict in the workplace
- Communicate with diplomacy and professionalism
- Understanding the role of culture and the diverse workforce
- Building teams and coalitions
- Leading through transition and change
- Planning for today and beyond

PROJECT MANAGEMENT

Project Management (1 – 3 days)

This course builds on each step of project management. The learning objectives are to understand:

- Definition of a project and its attributes
- Key constraints within which a project must be managed
- How a project is “born”
- Understand the Project Life Cycle
- Steps involved in the project management process
- Benefits of project management

Project Management: Assessing & Recovering Troubled Projects (2 day)



This course explains and reinforces the need for project control throughout the recovery of the challenged projects. It helps you determine the symptoms of a challenged project, create an assessment and recovery process, and prevent future challenged projects. This is consistent with the knowledge areas of Project Management Institute’s A Guide to the Project Management Body of Knowledge.

Basic Tools for Process Improvement

Learn the basics of process improvement and the basic process improvement steps. This is a beginner course that helps participants understand better process improvement and how to start implementing process improvement in their work.

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Project Management: Managing Scope, Schedule and Cost (3 day) [LC](#) [RD](#) [BA](#) [FC](#)

This course provides a structured approach to project planning and management. The course goes beyond project management fundamentals and applies a variety of techniques to balance the competing demands of scope, schedule, and cost. The course uses industry best practices to teach the latest tools and techniques. Learn how to establish the performance measurement baseline (PMB) and gain proficiency in the tools and techniques used to compare actual work accomplished against established plans. Determine how best to plan project scope based on stakeholder budget and schedule constraints. Be proactive and in control of your project by implementing cost and schedule management.

Project Management: Managing Stakeholder's Expectation in a Government Environment (2 Day) [LC](#) [RD](#) [BA](#) [FC](#)

Focus on a stakeholder-based approach in projects and examine what it takes to actively and successfully build and manage relations with stakeholder management planning, managing and controlling stakeholder engagement. Key inputs, various tools and techniques, and critical outputs are discussed in detail. Participant's practice using tools designed to aid in the discovery and management of stakeholder and team expectations.

Critical Thinking & Creative Problem Solving [LC](#) [RD](#) [BA](#) [FC](#)

Nobody can be an expert in everything. But you can train yourself to figure out any problem thrown at you. This seminar covers the critical thinking process from brainstorming to implementation. You'll discover how to quickly predict potential outcomes, discover the root of your problems, assess the risks and benefits to your solutions and ultimately create something new and different to tackle the challenges coming your way. Become adept at all aspects of decision-making and problem solving in the workplace, whether you are implementing innovation, managing crises or planning future strategy. Participants will have the opportunity to apply the concepts to a specific problem or opportunities from within their own business environments.

PMP Test Preparation (5 days) *cannot be taught virtually* [LC](#) [RD](#) [BA](#) [FC](#)

Test preparation for the Project Management Professional (PMP) exam based on the Project Management Institute's Guide to the Project Management Body of Knowledge and the Certified Associate in Project Management certification. Review includes practice materials, discussions with the instructor, and practice exercises and test questions. Perfect for project team members or entry-level project managers.

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Process Improvement (2-3 days) **LC RD BA EC**

This is a valuable skill that can be learned by anyone. Discover what a facilitator is and what a facilitator is not. Learn how to interact with a team, the anatomy of a facilitation session, how to build a strong environment, how to prepare the session, and how to use the right facilitation tools.

LEADERSHIP SKILLS* • All of these courses can be paired with a DISC Assessment**

Accountable Leadership (1-2 Day) **LC LP RD BA BC EC**

Whether you are a seasoned leader or have been promoted to a position of leadership you must juggle several responsibilities. You have to balance your leadership role with your team while keeping your superiors happy and maintain a positive relationship with everyone involved. Elevate's Accountable Leadership program will help participants to become a confident leader, manage a high performing team, and motivate people to get results. Participants will learn how to ease conflict, delegate, problem solve, and communicate in a way that keeps everyone accountable.

Learning Objectives:

- Define accountability
- Communicate to get results and achieve higher performance
- Motivate peers and staff to make a positive contribution
- How to handle conflict
- Learn to how to delegate responsibly
- Build a highly successful team

Supervisor Rights and Responsibilities **LC LP RD BA BC EC**

Being promoted into a position of leadership is a challenging transition. You now have to juggle being the boss and maintaining positive relationships with your employees. Not only do you get a whole new set of responsibilities, you have many new skills to learn as well. This course will orient you to your changing role as a supervisor and help you understand your rights and responsibilities as a supervisor, as well as the rights of your employees. You will be introduced to core and leadership competencies, proficiency rating scales, merit system principles, and prohibited personnel practices and how they apply to you as a supervisor.

Train the Trainer I - III (1-3 days) **LC LP RD BA BC EC**

In today's digital world things are moving at a faster pace than ever before. Training techniques that were once considered common practice have been eliminated in favor of more dynamic teaching styles. These days it takes a very special blend of knowledge, showmanship and follow-up to be a top trainer. Our instructors - who benefit from decades of experience and being on the front lines of corporate training will teach you everything you need to know to stay competitive

**Additional fees may apply

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Leading Virtual and Remote Teams **LC LP RD BA BC FC**

As social distancing becomes the norm, workplaces around the world are enjoying the power and opportunities of being linked virtually through technology. However, many virtual teams do not succeed because they fail to recognize that virtual collaboration has to be managed in specific ways. The leader of a virtual or remote team must successfully apply special insights and techniques to guide performance and work relationships with employees who may be hundreds or thousands of miles away. This powerful training course is designed to help participants build truly synergistic and effective long-distance teams. Participants will return to work with the tools and methods they need to manage and lead virtual and remote teams with success and complete confidence.

How to Manage a Hybrid Workforce **LC LP RD BA BC FC**

As organizations transition back to the office, leaders will be expected to be fair and equitable to those who are working from home and those who are coming back to an office environment. To be successful the leader of a hybrid team must successfully apply insights and techniques to guide performance and work relationships with all employees. Elevate's course How to Manage a Hybrid Team will answer the most pressing questions and give useful tools and techniques to manage various circumstances while treating everyone fairly. Participants will:

- Learn how to hold effective meeting and group sessions
- Learn effective ways to communicate with team members
- How to ensure the remote workers and those in the office are in sync
- Use tools to build trust and confidence among all employees
- Know how to manage a hybrid team through any project

Characteristics of Highly Successful People (2 days) **LC LP RD BA BC FC**

Elevate's Characteristics of Highly Successful People training will teach participants the common characteristics of people who have achieved remarkable success. You will learn how to use these traits to identify your strengths to improve your performance. You will be motivated and enthusiastic about your professional and personal empowerment plan. Participants will learn what it takes to become more effective, more efficient and how to achieve excellence. Upon completion of the training, participants will:

- Define traits of highly successful people and how to apply them to your life
- Develop your path to success and excel
- Get motivated to take responsibility and accountability for your success
- Learn how to communicate to persuade and influence
- Use Emotional Intelligence in tricky situations
- Critical thinking and creative problem-solving techniques

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Managing Unacceptable Employee Behavior

A disruptive employee can be a supervisor's worst nightmare. It is every manager's job to supervise staff behavior, identify employees with performance issues and negative attitudes, and motivate them to change. Elevate's Managing Unacceptable Employee Behavior program will show participants how to detect the warning signs, legally coach and discipline problem employees, and how to diffuse potential conflicts. Participants will learn the essential tools to approach each case individually, uniquely, and how to avoid the ugliest situations.

Perfecting Performance Reviews

As a manager, you are responsible for delivering annual performance reviews for all your employees. While this task is an opportunity to provide feedback and set goals, it is one of the most dreaded & daunting administrative processes that managers and supervisors face. For most employees, this is an opportunity to highlight their successes and growth, acknowledge room for improvement, and collaborate on future goals.

- How to set daily, monthly, yearly goals
- Clearly define employee job duties and your expectations
- Communicate frequently and constructively
- How to manage a coaching meeting
- How to conduct a disciplinary meeting
- Stress Management

Transitioning from Staff to Supervisor

Being promoted into a position of leadership is a challenging transition. You now have to juggle being the boss and maintaining positive relationships with your employees. Not only do you get a whole new set of responsibilities, you have many new skills to learn as well. Elevate's Transitioning from Staff to Supervisor program will teach participants how to become a confident leader and manage a team to get desired results. Participants will learn new skills and techniques to ease their transition from day one. They will learn how to manage their new staff, ease conflict, delegate, problem solve, ease into managerial duties, and more.

Motivation and Engagement

Whether you're an employee with a team or one without a team, when you think of engagement and motivation, many things come to mind. For example, as a manager you might think that more money, a bigger office, a promotion, or a better quality of life would motivate team members. Conversely, if you're focused on motivating customers and clients, you might think of ways to make your interactions easier. The truth is, no matter what we offer people, true motivation must come from within. In this course participants will learn how to engage people and become great motivators using popular motivational and engagement models.

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Why Good Leaders Fail **LC LP RD BA BC FC**

Successfully leading and managing a workforce can be challenging. Why Good Leaders Fail will teach participants the difference between management and leadership. The biggest difference between managers and leaders is the way they motivate the people who work for or follow them, and this sets the tone for most other aspects of what they do. Participants will learn new skills and techniques to easily transition from being just a manager to being a true leader. They will learn how to manage their new staff, ease conflict, delegate, problem solve, ease into managerial duties, and more. Upon completion, participants will:

- Understand leadership vs. management
- Learn your leadership style and how to use it most effectively
- Learn how to communicate to gain the best results
- Gain strategies to effectively lead through conflict
- Inspire your team to aim high and succeed

Leading Effective Meetings **RD BA BC**

In this training, participants will explore the facets of meeting planning and facilitation. Whether you are facilitating a tele-conference or an in-person meeting, this training was designed to help managers and leaders host productive meetings. Facilitator will learn the tools to get everyone engaged, build consensus, come to a group agreement, and overcome conflict and disagreement, while your employees will discover how they can get the most out of every meeting they attend. Using discussion and activities to plan appropriate facilitation sessions, participants will learn principles of effective communication, investigate group management, and meeting best practices. In this training you will:

- Review core components of effective facilitation
- How to prepare an effective meeting
- Apply problem analysis and resolution techniques
- Demonstrate conflict management strategies
- Discuss strategies for building consensus
- Managing agreement in group communication

Emerging Leaders Series **LC LP RD BA BC EC**

The Emerging Leaders Series is a two-part series designed for emerging leaders, team leaders, new supervisors, and first-level managers. Part one of the series is a three-hour Management and Leadership course that will help new leaders understand the challenges and requirements of their new role, as well as the importance of harnessing the mission and vision of their work unit and how it supports the larger organizational goals. Part two of the series is a Self-directed Leadership course, where participants will internalize the four pillars of self-leadership and to make meaningful, empowered choices while taking action to get where they want to go.

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Leading Effective Teams

Using assessment results Elevate’s Leading Effective Teams live virtual training will teach participants how to grow employees into highly driven individuals dedicated to getting results. Participants will learn how to foster cooperation within their teams with effective decision-making tools that will inspire and motivate your team for success. Woven throughout the program are essential presentation and public speaking skills for effective leadership. In this training participants will:

- Learn how to foster cooperation in their teams
- Learn decision-making tools for their teams
- Learn how to inspire and motivate their teams
- Go from conflict to resolution
- Learn how to spot potential conflict and put out the fires
- Learn how to do collaborative problem solving

Effective Delegation, Coaching & Counseling

Elevate’s Effective Delegation, Coaching & Counseling training will provide participants with the information to become more decisive, capitalize on their team building skills, and to be a mentor to their team. In this training participants will:

- Learn how to put together an effective team
- Plot your team’s performance
- Learn to be the right coach, find the right players and build a loyal team
- Learn key skills for leading the loyal team
- Learn how to motivate and increase enthusiasm
- Learn how to maintain morale to maintain loyalty
- Discover how to brainstorm the right way
- Help the “problem” team members
- Learn how to hold effective counseling sessions
- Learn to deal with the unexpected
- Discover the best secrets to maintain a successful mentor relationship
- Empower your relationship
- Discover how to plan for each team member’s needs

Promoting from Within: Career Advancement

Who knows about you? That’s an important question. Because if nobody knows you, all of your talent, all of your ambition, and accomplishments mean nothing You need to get your name out there. Elevate’s Promoting from Within: Career Advancement will give participants ideas and actions on how to tout their abilities and accomplishments without bragging and ultimately advance their careers. Learn how to promote yourself in way get notice and helps to advance your career.

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Tactical to Strategic Thinking

We live in a knowledge-based society, and the more strategic you think the better your knowledge will be. Tactical to Strategic Thinking provides you with the skills to analyze and evaluate information so that you are able to obtain the greatest amount of knowledge from it. It provides the best chance of making the correct decision and minimizes damages if a mistake does occur. Tactical to Strategic thinking will lead to being a more rational and disciplined thinking. It will reduce your prejudice and bias which will provide you a better understanding of your environment. This workshop will provide you the skills to evaluate, identify, and distinguish between relevant and irrelevant information. It will lead you to be more productive in your career and provide a great skill in your everyday life. Upon completion of the program, participants will:

- Understand the components of tactical to strategic thinking
- Utilize non-linear thinking
- Use logical thinking
- Recognize what it means to be a tactical to strategic thinker
- Evaluate information using tactical to strategic thinking skills
- Identify the benefits of tactical to strategic thinking
- Revise perspective, when necessary
- Comprehend problem solving abilities

Courageous Decision Making

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Using a step-by-step decision-making process can help you make more deliberate, thoughtful, and courageous decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible. Upon completion of the program, participants will:

- Explain how biases affect our capability to creatively and critically make decisions
- Seek out knowledge and facts to dissolve assumptions and lead to better options
- Ask applicable questions that lead to good decisions
- Factor the unknown and uncertainties into decision making
- Assess risks in any situation
- Make well-informed decisions

Criticism & Discipline for Managers & Supervisors

It can be hard to deal with a troublesome employee – someone who lowers morale, stalls productivity and encourages bad habits – especially without provoking more conflict. Our seminar will teach you the proper techniques to put a stop to bad behavior once and for all while minimizing negative outcomes.

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Performance Management, Coaching and Discipline

LC LP RD BA BC FC

Managers and Supervisors need to know what is expected of them and how their performance is being measured. Do they give the same courtesy to their employees? Some do and some do not. Why? Most of them have not been taught some of the most important skills: coaching, disciplining, recognizing good performance, rewarding employees, team building, motivating, goal setting, etc. This program focuses on how to improve performance in the workplace. It is appropriate for up-and-coming supervisors as well as those that have been on the job for 20+ years.

Coaching Skills for Managers and Supervisors

LC LP RD BA BC FC

Coach, Role Model, Counsellor, Supporter, Guide.... Do these words ring a bell? Being a coach involves being a role model, sometimes a counsellor or supporter, and always a guide. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Knowing how and when to coach is an essential skill that can benefit both you and your organization. Learning Objectives:

- Understand how coaching can be used to develop your team.
- Develop the coaching skills that help improve individual performance
- Demonstrate the behaviors and practices of an effective coach.
- Recognize employees' strengths and give them the feedback they need to succeed.
- Identify employee problems and ways you can help to correct them.

Leadership Skills for Professionals **LC LP RD BA BC FC**

The most important skill for you as a profession involves taking responsibility for your outcomes, setting direction for your lives, and having tools to manage priorities—self-directed leadership! Self-directed leadership requires a commitment from individuals to decide what they want from life and what they need to do to get the results they want. This one-day training will help participants internalize the four pillars of self-directed leadership and to make meaningful, empowered choices while taking action to get where they want to go.

WRITING SKILLS

Business Writing and Email Etiquette **RD BA FC**

In today's competitive business environment proper and professional e-mail communication is the key to success. This training session will teach you how to write powerful and professional emails that get results. At the end of the program, you will be prepared for the type of professional communication that you are likely to engage in during your career.

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Administrative Professional Capstone Program: Polish and Shine Your Writing for Top Brass Readers (4-month series)

RD BA EC

During this Capstone Program participants will compose, edit, proofread, and issue written materials for review by our subject matter expert, peers, and supervisors. By the end of the program, participants will have gained effective writing techniques to write with purpose, to consider the topic and intended reaction before writing a response with clarity, correct grammar, and formatting. Participants will increase productivity and enjoy less rewriting, editing, and irritating mistakes that take up too much time. This four-month Capstone Program will include:

- **Month 1: Business Writing:** Participants will gain the knowledge to edit, write with brevity, and create effective written correspondence (i.e., email, letters, reports, meeting minutes, etc.) in a professional manner.
- **Month 2: Grammar:** Words are perhaps the most powerful tools on the planet. You use them every day, in your speech and in your writing. How you write reflects your level of competence to those around you.
- **Month 3: Editing/Proofreading:** Do you read what you write? A thorough editing and proofreading will help improve the readability, clarity, and tone of the text. Based on completed assignments, this session will focus on practical editing and proofreading techniques to improve work.
- **Month 4: Capstone**
 - Submit final assignment for SME review.
 - Debrief with peers, supervisors, and executive level stakeholders to showcase participants improvement and knowledge gathered through the duration of the program.
 - Acknowledge completion and graduation of course.

Writing Statement of Work Training

RD BA EC

During this training, participants will learn the fundamentals of Writing a Statement of Work (SOW). They will focus on:

- The Anatomy of a Statement of Work?
 - Organizing Information
 - Using and Modifying Templates
 - What to Reinforce
 - Requirements to Write a Clear and Concise SOW
- How SOW relates to Solicitation
 - Writing a SOW to Get a Better Result
 - Different Types of SOW
- Writing Tips
 - Less Q & A
 - Simplifying: Tips for Engineers
 - Writing in Plain Language
 - Precision
 - What to Avoid

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Clear Writing through Critical Thinking **RD** **BA** **FC**

The ability to clearly reason through problems and to present arguments in a logical, compelling way has become a key skill for survival in today's world. This training will give you some practical tools and hands-on experience with critical thinking and problem solving to ensure that your writing is clear, concise, and persuasive.

This one-day workshop will help you teach participants how to:

- Make their writing clear, complete, concise, and correct.
- Improve sentence construction and paragraph development.
- Deal with specific business requests.
- Thoroughly document sources that they use in their writing.
- Define critical and non-critical thinking
- Identify your critical thinking style(s), including areas of strength and improvement
- Work through the critical thinking process to build or analyze arguments
- Develop and evaluate explanations
- Improve key critical thinking skills to write more effectively
- Use analytical thought systems and creative thinking techniques
- Prepare and present powerful arguments

Effective Business Writing, Grammar & Proofreading (2 days)

RD **BA** **FC**

During the two-day course employees will learn to compose, review, edit, and issue written materials for a diverse audience. By the end of the training, the participants will have the effective writing techniques to

consider the topic and intended reaction before writing a response with clarity, correct grammar, and formatting. Participants will learn how to use appropriate tone, avoid a passive voice, proofread their own work, and develop a strong call to action. Additionally, participants will leave with the knowledge to properly contextualize and order information for maximum impact and to continue their own further development of communication skills. Every participant will write and complete a piece during the two-day session.

Technical Writing (Fundamentals, Intermediate, Advanced - 1 day each)

RD **BA** **FC**

Organizations greatly benefit from having a professional cadre who can produce clear, well-organized, grammatically correct documents of the work they perform. Today's professionals are expected to communicate technically, and technical writing plays a vital role in how one's work is presented to key customers, and the research community as a whole. Skills obtained from this technical writing course will help participants to communicate with others inside and outside of the organization through reports, instructions, procedures, e-mails, letters, abstracts, case studies, etc. Writing Technical Documents can be a one-day, two-day or three-day course, depending on how many topics you wish to incorporate.

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Getting Results with Clear Writing and Dynamic Presentations (Series 3 days) [RD](#)[BA](#)[FC](#)

Elevates BDG's 3-day program focuses on improving both oral and written communication for people who write e-mails, reports, memos, business letters, meeting minutes, and who give presentations to influence and persuade. We take a fun approach to grammar review, and all three days are packed with activities, skill practice, and practical application so that participants can use what they learn immediately back on the job. Each day can be presented as a stand-alone session.

- **Day 1: Grammar:** This adult-directed seminar will focus on the following areas in grammar:
 - Punctuation
 - Active vs. Passive Voice
 - Sentence Structure
 - The Run-On Sentence and the Fragment
 - Usage
 - Grammar Myths
 - Subjects of sentences including definite and indefinite pronouns while remembering to be gender neutral
 - Agreement
 - Numbers
- **Day 2: Writing:** Participants will learn to edit, write with brevity, and create effective written correspondence (i.e., email, letters, reports, meeting minutes, etc.)
- **Day 3: Presentation Skills:** Elevate's Become a Master Public Speaker training will teach you how to deliver presentations effectively, develop yourself into a confident and competent speaker, and prompt action from an audience.

Succinct Plain Language [RD](#)[BA](#)[FC](#)

Teach your staff writing using plain and concise language in compliance with the Plain Language Act of 2010. The law requires that all government employees, agencies, and documentation use "clear Government communication that the public can understand and use." This course draws on the basics of good grammar and written communication with emphasis on structuring ideas and writing to an audience based on clarity. This can be applied to simple or complex writing scenarios – such as press releases, SOWs, or translation of multi-layered reports and data analysis into simple language.

Business Writing & Mistake Free Grammar (2 days) [RD](#)[BA](#)[FC](#)

Words are perhaps the most powerful tools on the planet. You use them every day, in your speech and in your writing. How you write reflects your level of competence to those around you, so it's important to maintain a high level of proficiency. Our business writing training and grammar will give you the basic and advanced skills you need to boost your quality of writing for maximum efficiency and clarity of thought.

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Leadership Development Series – Communicate & Motivate (1-5 days) [LC](#) [LP](#) [RD](#) [BA](#) [BC](#) [FC](#)

Elevate created this dynamic series for Leaders, Managers, Supervisors, Emerging Leaders, and Team Leads to take a deeper dive into the leadership field. Specifically in the following areas:

- 1) Motivating staff in the workplace
- 2) Dealing with Challenging Personalities

This program can be provided as a series or stand-alone training. The program can also be tailored to include all employees who can learn to exhibit leadership qualities within their work group.

1. Coaching Skills

Coach, Role Model, Counsellor, Supporter, Guide... what do these words mean to you? Being a coach involves being a role model, sometimes a counsellor or supporter, and always a guide. Coaching is based on a partnership that involves giving and getting, both support and challenging opportunities. Knowing how and when to coach is an essential skill that can benefit you, your team, and your organization.

Depending on your organizations level of audience this training can be customized for both non-managers or managers, supervisors & emerging leaders

1a. Learning Objectives for Non-Managers:

- Understand how coaching can be used when not in charge.
- Develop coaching skills that help improve team and team member performance.
- Demonstrate the behaviors and practices of an effective coach.
- Recognize other's strengths and know when and how to give effective feedback.
- Identify and resolve problems quickly with tact and professionalism.

1b. Learning Objectives for Supervisors, Managers, Emerging Leaders:

- Understand how coaching can be used to develop your team.
- Develop the coaching skills that help improve individual performance.
- Demonstrate the behaviors and practices of an effective coach.
- Recognize employees' strengths and give them the feedback they need to succeed.
- Identify employee problems and ways you can help to correct them.

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2. Communicating Effectively: Interpersonal skills, often referred to as people skills, must be learned. Most often, poor communication and behavior styles need to be corrected and replaced with approaches that are more conducive to creating harmony in the workplace. Successful navigation of every scenario within a team environment is crucial to making sure that everyone feels accounted for and that as a team the message is clear. This course will teach participants how to effectively communicate within a team environment.

Learning Objectives

- Identify your level of self-awareness and how it affects your interpersonal skills
- Identify various communication and behavior styles.
- Develop skills in asking questions that give you useful information.
- The critical role communication skills play in building and maintaining a harmonious workplace.
- Promote trust and rapport by exploring your team player style and how it impacts groups dynamics

3. Problem Solving: The purpose of this course is to provide participants with the knowledge and skills necessary to facilitate an effective problem analysis that leads to good decisions in their working scenarios. Participants will come to understand their own mind, brainstorm effective solutions, and work with several instructor-led exercises that build upon each other to learn how to identify causes and to recognize the difference between actions and conditions.

Learning Objectives

- Explain how biases affect our capability to make decisions creatively and critically
- Seek out knowledge and facts to dissolve assumptions and lead to better options
- Use a variety of techniques to generate creative ideas and solutions
- Ask applicable questions that lead to good decisions
- Generate more ideas
- Factor the unknown and uncertainties into decision making
- Assess risks in any situation
- Make well-informed decisions

4. Communicating with Challenging Personalities: We have all had to work with a co-worker, client, or vendor, who we find to be difficult. Rather than letting it get under your skin, the tips in this course will help you overcome your frustration and remain under control. Cool as a cucumber! This course will provide you with techniques and communication skills guaranteed to help with different and difficult personalities by diffusing potentially explosive situations in a positive way.

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- Learn how to pinpoint and communicate with the most challenging personality types
- Learn how to manage your emotions under pressure
- Learn how to go from conflict to resolution
- Find new and effective techniques for diffusing conflict and clearing misunderstandings
- Develop coping strategies to stay calm when facing difficult situations

5. How to Motivate Staff: Whether you are an employee with a team or one without a team, when you think of engagement and motivation, many things come to mind. For example, as a manager you might think that more money, a bigger office, a promotion, or a better quality of life would motivate team members. Conversely, if you are focused on motivating customers and clients, you might think of ways to make your interactions easier. The truth is, no matter what we offer people, true motivation must come from within. In this course participants will learn how to engage people and become great motivators using popular motivational and engagement models.

Learning Objectives

- Learn how attitude and actions can determine level of engagement
- Motivation for individuals and teams
- Sustain an energetic level driving other forward
- Know your vision and share your vision
- Delegate responsibility but be accountable
- Establish trust and align others to reach a common goal
- Drive towards excellence in yourself and others

Strengths Assessment & Workshop (1-4 days) 

According to Gallup, only 40% of workers use their strengths every day at work. Which means most of us aren't working up to our purpose and potential. Imagine if everyone in your workplace did. A Strengths Assessment and workshop by Gallup Certified Strengths Coach, Chris Heinz can get your team on the road to better performance, relationships, productivity and more! Let's us, help you! The 4 dynamic workshops are designed to pinpoint your strengths and teach you how to use them.

- **Introduction to Strengths:** This workshop includes a CliftonStrengths® (StrengthsFinder) assessment for each of the members of your team and will introduce your team to the principles of talent and cover the basics of the 34 talent themes. With your team's assessment results, we will identify everyone's top talent themes and explore the talent mix of the group.
- **Working with Strengths:** Building on the principles of Introduction to Strengths, this intermediate workshop goes deeper into the talents &

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strengths of your team, with an emphasis on utilizing talent themes to achieve workplace outcomes.

- **Building a Strengths-based Culture:** This advanced workshop is for leaders and influencers who want to build a strengths-based culture. With an emphasis on creating a culture of strength, we'll discuss the six keys of strengths cultures, share practical ideas, and get started on a plan
- **Building an Engaged Team:** Start building an engagement-friendly workplace, and the organization. With an emphasis on improving workplace engagement, this workshop will explore today's workplace trends and the basic principles and drivers of engagement.

Uniting Diversity in the Workplace (3 days)

Understanding and mitigating the impact of unconscious bias is a crucial 21st-century global leadership skill. With awareness of unconscious bias and actionable steps to manage it, you will be able to make the best decisions for your organization, your colleagues, and your team.

Managing unconscious bias is a vital step in building workplaces that are innovative, dynamic, and inclusive.

In this training, through research-based assessments and exercises, you will move from awareness to action, learning how to interrupt bias and leverage the full potential of diverse teams and colleagues in your workplace.

- Develop useful cross-cultural attitudes
 - Communicate effectively across cultures
 - Effectively deal with employees from different cultures
 - Help teams overcome cross-cultural and virtual barriers
- Promote acceptance and awareness in your organization to help create a multicultural environment
 - Develop skills to help you recognize and take action to manage bias
 - Create a goal-setting plan to work toward becoming more inclusive by managing your unconscious bias

Leadership Facilitator (2 days)

During this 2-day course, individuals will learn the fundamentals needed within a Leadership or Supervisory Role. Learners will use DISC assessment to review:

- Leadership and Management
- Communication and Team Building
- Critical Thinking and Problem Solving
- Managing Change and Transitions
- Creating Accountability.

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Elevate's Master Class (Series – 6 days)

This course is an all-encompassing Leadership, Communication and Influencing course. Learners will review the following:

- **Navigating Difficult Conversations:** Our two-day program will show you how to create a trusting workplace environment to achieve the desired results from critical conversations. Learn to balance tact and assertiveness, encourage others to speak up and not shut down, and de-escalate emotional conversations to avoid resentment and conflict. Program includes activities, videos, role play, and DISC Assessment.

Objectives

- Recognize when conversations become critical
- Create an effective dialogue between you and colleagues
- Manage sensitive topics with ease and diplomacy
- Learn conflict management skills that de-escalate confrontation
- Create a safe environment that promotes conversation to reduce defiance
- Reset the conversation

- **Accountable Leadership:** Master leadership skills in this two-day program to become more confident, able to ease conflict, delegate, problem solve, and communicate in a way that keeps everyone accountable. Program includes activities, videos, role play, and EQ Assessment.

Objectives

- Create a culture of accountability
- Stop the blame game
- Align current processes to desired organizational results
- Get results and higher performance
- Motivate colleagues to make a positive contribution
- How to handle conflict
- Delegate responsibly

- **Influence and Persuasion:** Having the skill to influence and persuade people to your way of thinking for some is a gift, for others it is a learned behavior. Either way this two-day program will teach you powerful strategies to effectively influence, persuade, and motivate others to change behaviors. Program includes activities, videos, role play, and Motivator's assessment.

Objectives

- Speak with clarity and confidence
- Motivate others to take initiative
- Learn how to create win-win situations from potentially unpleasant situations
- Communication & Collaboration skills for project management
- Become an agent for change

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Strategic Planning (2 Days) **LC LP RD BA BC EC**

Elevate’s Strategic Planning course will help you set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward a common goal, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going, and the actions needed to make progress, but also how it will know if it is successful.

Objectives

- Who, what, why of the Mission/Value Statement
- Develop the grand mission statement to your team, department and self
- Learn the essentials of the strategic planning process
- Apply mission/value statement objectives to the strategic planning model selected
- Prioritize strategies to refine tasks to take mission to action

BEHAVIOR ASSESSMENTS

Elevate Inc. offers over 20 different assessments to determine staff and management relationship styles. These extend beyond the personal and can be used to determine leadership, communication, emotional intelligence styles, and more. These assessments include DISC, Motivators, Driving Forces (what motivates individuals to succeed on a personal and professional level), Emotional Intelligence, Management-Staff Relationship, Team Reports, Sales, and more. Assessments are not only useful for determining information about oneself, they also provide an insight into the motivations of others. Assessments are delivered online in less than 20 minutes and are validated by certified trainers. Some assessments can look at up to 384 different behavior styles. Assessments are designed to demonstrate not discriminate on any of the protected Equal Employment Opportunity (EEOC) legislated classifications.

DISC **LC LP RD BA BC EC**

Learn your talents, inner strengths and weaknesses through the power of the DISC Assessment administered by a certified DISC trainer. You will be able to capitalize on abilities you never knew existed and will have a newfound knowledge about yourself, the people you deal with and the challenges you each face. *Want to become a certified DISC trainer for your company? Contact Kyle@elevatebdg.com for more information.*

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Myers-Briggs Type Indicator LC LP RD BA BC FC

Elevate trainers are certified to administer the MBTI, a personality type assessment based on theories of C.G. Jung. The assessment makes these classifications understandable to the layman and useful in training participants' everyday personal and professional lives. By assessing seemingly random behaviors, assessment takers will be classified into several orderly and consistent models based on perception and judgment. Understanding one's MBTI will prepare participants to better understand their personal decisions in the workforce.

360 Assessments LC LP RD BA BC FC

360 assessments are used to gather feedback from peers, subordinates, and superiors. Groups, individuals, or entire divisions can get an accurate picture of their workplace performance, strengths, and weaknesses. This is done by submitting assessments to individuals that have regular contact with the subject. Based on the results, subjects will work closely with a coach or trainer to improve areas targeted in the 360 feedback. Elevate will help organizations determine targets for assessment, monitor participation by evaluators, determine the process of feedback, crunch the data, and plot a path forward.

Strength Finders Assessments LC LP RD BA BC FC

The Strength Finders assessment helps people discover their natural abilities – some they may never have the opportunity to use on a day-to-day basis. A clear understanding of these sometimes obvious, sometimes subconscious strengths enables Elevate trainers to unleash untapped potential in participant's working environments. This also helps identify knowledge gaps that can be improved upon for continuous well-rounded success.

Behaviors and Motivators LC LP RD BA BC FC

The Behavior and Motivators assessment analyzes individual's behavioral style. It will delve into how people do things, how they act, and how they respond to their environment. Metrics from the assessment will gain an understanding of what an individual brings to the job, identify an individual's natural and adapted style of dealing with problems, and discover your employee's preferred method of communication.

Emotional Intelligence LC LP RD BA BC FC

Elevate's Emotional Quotient assessment looks at a person's emotional intelligence, which is the ability to sense, understand and effectively apply the power and acumen of emotions to facilitate higher levels of collaboration and productivity.

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TriMetrix® EQ



Examines the behaviors individuals bring to the job, the motivators that drive them, and an understanding of their own emotional intelligence. This report blends all three sciences together in an integrated section that will illustrate the impact emotional intelligence has on core behavior as well as the top two motivators' styles as it applies to influence and persuasion. These reports consist of three sciences: behaviors, driving forces/motivators, and EQ.

LEADERSHIP COMPETENCIES

LEADING CHANGE: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

- **Creativity and Innovation** - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.
- **External Awareness** - Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
- **Flexibility** - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
- **Resilience** - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
- **Strategic Thinking** - Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
- **Vision** - Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

LEADING PEOPLE: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

- **Conflict Management** - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

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- **Leveraging Diversity** - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
- **Developing Others** - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
- **Team Building** - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

RESULTS DRIVEN: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

- **Accountability** - Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

- **Customer Service** - Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

- **Decisiveness** - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

- **Entrepreneurship** - Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

- **Problem Solving** - Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
- **Technical Credibility** - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

BUSINESS ACUMEN: This core qualification involves the ability to manage human, financial, and information resources strategically.

- **Financial Management** - Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities
- **Human Capital Management** - Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector

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workforce and a variety of work situations.

- **Technology Management** - Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

BUILDING COALITIONS: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

- **Partnering** - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
- **Political Savvy** - Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
- **Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

FUNDAMENTAL COMPETENCIES: These competencies are the foundation for success in each of the Executive Core Qualifications.

- **Interpersonal Skills** - Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
- **Oral Communication** - Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
- **Integrity/Honesty** - Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
- **Written Communication** - Writes in a clear, concise, organized, and convincing manner for the intended audience.
- **Continual Learning** - Assesses and recognizes own strengths and weaknesses; pursues self-development.
- **Public Service Motivation** - Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.